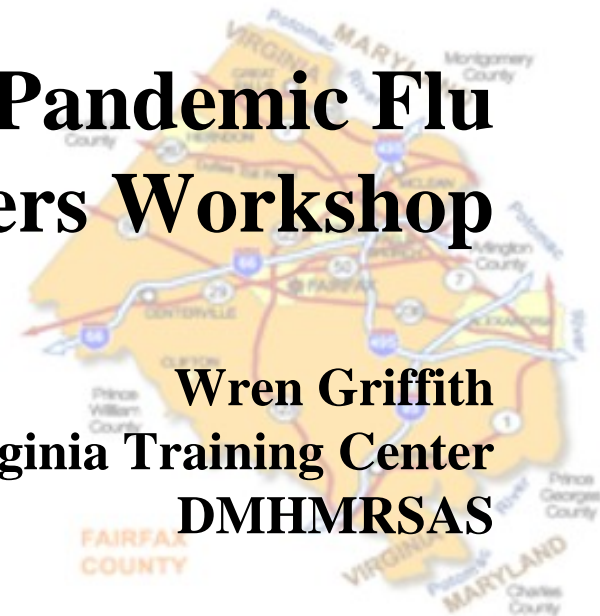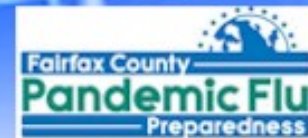# COOP

Integrating Pandemic Flu Elements
Into Your Continuity Of Operations Planning

2006 Pandemic Flu
Human Service Partners Workshop

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DMHMRSAS

Sponsored by the County of Fairfax, Virginia

Objectives

- Learn about COOP

- Understand COOP planning process

- Provide an understanding of COOP, COOP terms, and benefits of COOP planning

- Explain elements of a COOP Plan

- Provide information about how a COOP event might impact your organization's mission

Objectives

- Provide Information & Guidance

- Build Relationships

- Raise Awareness

- Catalyze Our Partners

- Facilitate Discussion & Networking

- Provide Forum For Questions

What is COOP?

- COOP = Continuity of Operations
- COOP planning is an effort to ensure the continued performance of essential functions during a wide range of potential emergencies.

Could you operate your organization or continue to exist without your staff or those you serve?

What impact would your inability to continue operations have on the rest of the county and it's residents?

Purpose of COOP Planning

- Continue essential operations and services for those we serve

- Ensure survivability of critical equipment, records and other assets

- Minimize business damage and losses

Purpose of COOP Planning

- Reduce the impact on your organization, operations and staff

- Minimize impact on the local health, social, and economic system

- Achieve an orderly response and recovery from an incident

COOP Benefits

- Your company is vulnerable to numerous threats (large and small) that could interrupt normal operations

- Preparation dramatically increases your company's ability to recovery quickly

- COOP planning is a good business practice

Possible Causes for COOP Plan Activation

- Building Fire

- Flood

- Significant IT Malfunction

- Hurricane / Severe Weather

- Pandemic

- Other Reasons…

Planning Considerations

- Do not get overwhelmed.

- Complete a Risk Vulnerability Assessment.

- Evaluate your assets.

- Build relationships now.

Planning Considerations

- Attend trainings and workshops

- Tap into the existing resources around you.

- Develop your plan locally then regionally.

- Begin to confront the difficult decisions you WILL face.

Planning Considerations

- Do not face these decisions alone and do not plan alone.

- Build COOP planning into your company's overall culture of safety and preparedness.

Essential Elements of a COOP

- Plans & Procedures
- Mission Essential Functions
- Delegations of Authority
- Orders of Succession
- Alternate Facilities
- Interoperable Communications
- Vital Records and Databases
- Logistics and Administration

Essential Elements of a COOP

- Human Resource Management
- Security
- Test, Training and Exercise
- Program Management
- Devolution
- Reconstitution

Plans & Procedures

- Outlines phases of activation and implementation

- Determines key staff and alternate site

- Determines the procedures that will be used to return to normal operations

Mission Essential Functions

- These represent functions and services that:
  - need to be resumed within days
  - impact customers
  - would cause delays or impact the services/operations of other service providers or the county as a whole.
  - provide vital services

Mission Essential Functions

- Compile all organizational functions

- Identify mission essential functions

- Identify personnel to complete those functions

- Determine required resources and equipment

- Train and cross-train the staff needed to perform these essential functions

Mission Essential Functions

- Consider how you can offer services in non-traditional ways

- Determine how you will bring some services off-line during an event and back on-line after the event

- Identify alternate suppliers for your critical supplies

Delegation of Authority

- Establish succession for key leadership positions

- Identify to whom authorities should be delegated

- Address workforce reductions by ensuring delegations of authority at least three deep

- Dispersion of delegations of authority geographical, due to the regional nature of an outbreak.

Delegation of Authority

Purposes:

- Making policy changes

- Making personnel management decisions

- Approving commitment of resources

- Signing contracts

Orders of Succession

- Determine how authority will be delegated or transitioned during a pandemic epidemic

- Identify staff who will have the authority to activate and act upon the plan during a pandemic event

- Identify personnel who will have the authority to redeploy staff to support essential services, delegate authority to backup staff, and take essential services offline and bring them back online

Orders of Succession

- Essential personnel should consider geographically dispersing their line of succession due to the regional nature of an outbreak.

- Lines of succession should be at least three deep per position

Alternate Facilities

- Can you relocate within your company or do you need to make arrangements with other organizations?
- Provide for reliable logistical support, services and infrastructure systems
- Need to sustain operations for 30 days
- Consider pre-positioning assets and resources at facility

Alternate Facilities

- Provide for appropriate physical security and access controls

- Consider alternatives to staff relocation/co-location such as "social distancing" in the workplace through telecommuting or other means.

- Determine which essential functions and services can be conducted from a remote location (e.g., home) and those that need to be performed at a pre-designated alternate facility.

Alternate Facilities

Desirable characteristics:

- Located at a safe distance from and secured against worst-case and most-likely scenarios

- Can be operational in 12 hours or less

- Provide sufficient space, equipment, supplies, and services to support COOP personnel in the performance of essential functions

- Supports required communications and IT infrastructures

- Provides for food, lodging, health, sanitation, and security needs of COOP personnel on site or nearby

Interoperable Communications

- Provide the capability to perform essential functions, until normal operations can be resumed.

- Ensure communications are available at the alternate facility

- Support performance of essential functions

- Provide ability to communicate within the organization

- Determine how you will communicate with critical staff during the event

Interoperable Communications

- Provide connectivity to outside agencies/ customers

- Ensure access to data, systems, and services

- Determine how you will communicate the plan to all staff

- Develop a list of points of contact for external organizations

Interoperable Communications

- Use communications including phone and internet to triage your staff prior to them even leaving home to come to work.

- Test and exercise telecommute impact on internal networks.

- Ensure telecommuting alternatives are also cost effective.

Vital Records and Databases

Electronic and hardcopy documents, references, and records needed to support essential functions during a COOP situation. The three basic categories of vital records are:

- Emergency operating records.
- Legal and financial records.
- Medical and treatment records.

Vital Records and Databases

Emergency operating records:

- Plans and directives

- Orders of succession

- Delegations of authority

- References for performing essential functions

Vital Records and Databases

Legal and financial records:

- Personnel records

- Social Security records

- Payroll records

- Retirement records

- Insurance records

- Contract / Billing records

Vital Records and Databases

Medical and treatment records:

- Medical records

- Medication records

- Treatment & data records

Vital Records and Databases

- Determine the amount of time a system can be unavailable before it must be brought back online

- Develop backup procedures in case your critical systems are not available and where to locate them

- Develop an inventory of essential equipment

- Determine if a backup location is needed in case you need to relocate during an event (including remote access)

- Determine how employees could access vital files, records, databases needed to support essential services

- Identify and plan for maintenance of vital systems

Logistics and Administration

- Identify, pre-position and maintain equipment and resources required at alternate site

- Prepare and pre-position Ready Kits for employees.

- Prepare for telecommuting and data support at alternate facility

- Prepare and maintain site-support procedures which identify the initial requirements for receiving, supporting and relocating personnel to alternate facility

Human Resource Management

- Ensures that _all_ employees have a clear understanding of what to do in an emergency

- Includes protocols for identifying/assisting medical & special-needs employees

- Prepare communications plan to disseminate information

Human Resource Management

- Each organization must develop plans to protect its workforce.

- Review terms and conditions of contract work to ensure contractor responsibility for essential functions and to suspend nonessential work.

- Evaluate need for hygiene supplies, medicines, and other medical necessities to promote the health and wellness of personnel.

Human Resource Management

- Establish policies for employee compensation and sick leave absences unique to a pandemic Establish policies for flexible worksite (e.g. telecommuting) and flexible work hours (e.g. staggered shifts)

- Invests in cross-training and development to build skills and competencies to increase employee flexibility

Human Resource Management

- Promote guidance developed by public health and safety authorities, including:
  - Occupational risk reduction strategies
  - Infection Control
  - Personal hygiene
  - Social distancing techniques
  - Travel restrictions

Human Resource Management

- Provide employees and families with relevant information and advisories about the pandemic via:
  - Hotlines
  - Web sites
  - Voice Messaging System Alerts

Security

- Address the physical security of your current and alternate facility

- Be prepared to augment all your security levels based on the emergency or threat to protect those you serve, employees, assets, and supplies.

Testing, Training & Exercises

- Conduct orientation and training for identified COOP personnel.

- Periodically test the key components of your COOP using an exercise or drill to ensure you can sustain essential operations for an extended period of time.

- Establish After-action report process to correct deficiencies.

- Update plans, procedures and training.

Program Management

- Establish a process to ensure COOP Plan:
  - Maintenance
  - Operation
  - Training
  - Funding
  - Updates

Devolution

- Because local outbreaks will occur at different times, have variable durations, and may vary in their severity, devolution planning may need to consider rotating operations between regional/field offices as the pandemic wave moves throughout the region.

Devolution

- Develop detailed guidance for devolution, including:
  - Essential functions and services
  - Rotating operations geographically as applicable
  - Supporting tasks
  - Points of contacts
  - Resources and phone numbers

Reconstitution

- The process by which a company resumes normal operations from the original or alternate location.

- It will be critical to quickly begin to return to normal and bring systems back to full capacity.

- Develop plans for replacement of employees unable to return to work and prioritize hiring efforts.

- Develop plans and procedures to ensure your facilities/buildings are sanitary and safe to return to normal operations.

Reconstitution

- Inform all personnel that the threat no longer exists, and provide instructions for resumption of normal operations.

- Supervise an orderly return to the normal operating facility or movement to another operating facility.

- Conduct an after-action review.

Always Ask The Difficult Questions

- Has the organization explored incentives to keep employees at work?

- Has the organization considered creating a secondary mission which could be activated just prior to a pandemic?

Never think you're FINSHED.

- COOP Planning is a fluid and dynamic process always in need of refinement.

- The COOP cycle is one of:
  - Implementation
  - Training
  - Execution
  - Revision
  - Update

Working Together,
We Can Put The Right Plans
And Resources In Place
To Respond
Effectively And Efficiently
Every Time